To: Department Directors

Cc: Assistant County Managers
        Assistants to the County Manager
      IT Team Leaders
       IT Funding Committee
       OSBM Budget Analysts
       ETSD Senior Managers

In keeping with the County Manager's direction to make technology investments based on a sound business case, last summer we asked departments to submit businesses cases for projects that required funding for the current and then upcoming budget year. These business cases were useful in making some difficult budget decisions at that time, however, to be most effective such business cases should be prepared and submitted prior to the beginning of the annual budget cycle, and even more importantly should be tied to a governance process that assists us in prioritizing investments of our limited general fund dollars.

Over the past several months, the CIO office has been working with departments to refine the funding model that was implemented in the 2003/2004 budget year. In addition, we have been working on the accompanying governance process that will include departments in the decision making process for how technology dollars are allocated. I expect to release the details of this process later this month.

At this time, it is important that departments begin to develop business cases for their planned technology initiatives. Continuing the process started last fiscal year, departments must submit a business case for next year's technology initiatives. Last year I requested a business case for every technology initiative including maintenance and/or enhancements regardless of funding source. For the upcoming fiscal year FY04-05, the process has been modified, reducing the amount of business cases that will have to be submitted. In addition, we have divided the business case template into sections such that varying levels of detail can be provided depending on the type of project and funding source.

Please review the guidelines below carefully. Thresholds and instructions for which section of the business case template is to be completed are included. Please note that requirements for the completion of a business case are based on the type of funding source and the enterprise applicability of the initiative. Thresholds are based on *additional* funding required for a technology initiative that is *above current year budgeted amounts*.)   Ryan Elliott is available to assist with any questions you may have regarding the business case process.

Thresholds:

Revenue source	Enterprise Application	Communities of Interest	Department	Complete Sections

Core systems, common

	platforms and services to include dept-specific apps that are financial, procurement, human resource, etc. related	*Services used by multiple departments such as GIS, CJIS and CADD*	*Services that are unique to a single dept based on their core requirements or functions.*	
General Fund Operating *Initiative that is part of a department's ongoing operations to be funded through the budget process*	Required	$300,000	$300,000	A,C
General Fund Capital *Initiatives that are capital in nature, no funds identified, new or a major enhancement*	Required	Required	Required	All
Funding Model (IT Adm Fee) *Operational funding requirements for enterprise applications*	Required	Required	Required	All
Proprietary Funds *Initiative that is funded through proprietary revenue sources*	Required	$500,000	$500,000	A,C

Business cases are due February 20, 2004. Please use the attached template and when completed e-mail to PMO@miamidade.gov or Project Management Office on the outlook address lookup.

The CIO's office will be conducting a budget and project justification workshop on February 3rd, 2004 at 10:00 to noon, Courthouse Center, 28th floor conference room. Please RSVP no later than the 23rd of this month by emailing Ryan Elliott. The first part of the workshop is intended to provide departments with a better understanding of Enterprise Technology Services Department charges and how to budget for them. The second part will focus on the Project Justification Document and answer any questions related to it. I urge each department to send a representative so please mark your calendars. If you have any questions please feel free to contact Ryan Elliott at (786) 251-0534.

Thank you for your cooperation!

Judi Zito
Chief Information Officer
www.miamidade.gov